

Statement of Work
Contract Number: EP-W-11-010
RFO Number: 21

I. TITLE: Madison County, New York: Smart Growth Implementation Assistance

II. PERIOD OF PERFORMANCE:

From: Date of Award through March, 2013

To:

III. BACKGROUND:

EPA is working with Madison County, a rural county in upstate New York, through its Smart Growth Implementation Assistance program. The Madison County Departments of Health and Planning requested that EPA, through this technical assistance program, help them create and apply a policy and code audit tool. This tool would help their municipalities assess whether their comprehensive planning documents and land use regulations support smart growth development and identify potential changes in these documents that could bring them closer to that objective.

Through several years of information gathering, research, and public engagement, the County has concluded that implementing smart growth approaches to development would help to address their health, economic, and environmental challenges and support their stated vision of “a place of natural beauty where families and individuals thrive.” However, while they understand the general concepts behind smart growth, they are struggling to apply these concepts locally. An important opportunity to do this is coming up: the City of Oneida, the county’s largest city (population 11,000) is embarking on an effort to update its comprehensive plan and zoning code and would like to incorporate smart growth and healthy community design principles into both.

A variety of audit tools and scorecards exist that help communities assess the level of support for smart growth in their land use policies and regulations (for examples, see www.epa.gov/smartgrowth/scorecards/municipal.htm). However, many of these tools are applicable to primarily urban or suburban environments. Madison County and City of Oneida staff attempted to use one of these tools—the Smart Growth Leadership Institute (SGLI)’s Smart Growth Policy Audit and Code and Zoning Audit—to examine Oneida’s codes, but found that the tool was not applicable to a community of their geography and size. The county, which has a mix of small villages, vast areas of farmland, rural hamlets, and typical rural roadside development, has requested an audit tool that is applicable in rural communities and small towns of various sizes, and with differing levels of smart growth knowledge and implementation.

This task order will help EPA:

- Develop a policy and code audit tool Madison County’s municipalities—**and other rural municipalities across the country**—can use to assess whether their land use plans and regulations support smart growth development;
- Test the tool in Madison County;
- Develop case studies demonstrating how similar rural communities have successfully updated their plans and regulations to achieve smart growth;
- Facilitate a peer exchange with leaders from the case study communities and contractor experts to help Madison County put into practice the results of the policy and code audit; and
- Prepare a final technical assistance report with lessons learned and smart growth options Madison County and similar rural localities can consider implementing.

IV. PURPOSE AND OBJECTIVE:

The ultimate goals of this technical assistance project is to help Madison County and its municipalities promote and implement smart growth approaches and to develop a nationally applicable audit tool that will advance these same objectives in other communities across the country. The exercise of developing and testing the audit tool will educate staff, elected officials, and community members, enabling them to take their current smart growth initiatives to the next level and build the capacity of other municipal leaders to implement smart growth development. The results of this project, which will include the previously described audit tool, case studies, peer exchange, and comprehensive final report, will provide direct recommendations on how local comprehensive plans and zoning codes can be updated to match the community’s vision.

This project will have an impact well beyond the borders of Madison County. EPA will share the audit tool with rural communities across the country that are looking for smart growth approaches to strengthen their economies, improve quality of life for residents, and protect rural character, but need technical assistance in order to accomplish their objectives.

V. QUALITY ASSURANCE (QA) REQUIREMENTS

Check [] Yes if the following is required or [X] NO if the following is not required. The Contractor shall submit with their technical proposal a written Quality Assurance Project Plan for any project that is developing environmental measurements or a Quality Assurance Supplement to the Quality Management Plan for any project which generates environmental data using models.

TOPO’s will provide additional information here, if **Yes** is checked above.

VI. TASKS AND DELIVERABLES:

The TOPO will review all deliverables in draft form and provide revisions and/or comments to the contractor. The contractor shall prepare the final deliverables incorporating the TOPO's comments.

Contractor personnel shall at all times identify themselves as Contractor employees and shall not present themselves as EPA employees. Furthermore, they shall not represent the views of the U.S. Government, EPA, or its employees. In addition, the Contractor shall not engage in inherently governmental activities, including but not limited to actual determination of EPA policy and preparation of documents on EPA letterhead.

Task 1: Create Notional Schedule, Compile Background Information, and Identify Priority Policy Areas
(Contract Reference: II.B. TECHNICAL ASSISTANCE Page 1-17 of 27)

The Contractor shall prepare a notional schedule at a minimum to include:

- The project management conference calls with TO COR and Community Staff
- Development of the Audit Tool and Case Studies as described in Tasks Two and Three
- Development of materials for site visit [with placeholders when necessary] as described in Task Four

The initial project schedule shall be developed within 14 days of executing the task order. The schedule shall be updated as needed throughout the project.

The contractor shall compile current land use policy and regulatory documents created by Madison County, the city of Oneida, the town of DeRuyter, and the village of Chittenango. These can include, but are not limited to:

- County health assessment and health improvement plan
- County Coordinated Public Transit- Human Services Transportation Plan
- County Economic Development Strategy (Draft)
- City of Oneida comprehensive plan, codes, and any other land use regulations
- City of Oneida Economic Development Strategic Plan
- Town of DeRuyter Land Use Regulations
- Village of Chittenango Codes
- Aging in place plans
- Solarize Madison and other renewable energy-related plans

The contractor shall access these materials from TO COR, Madison County, and municipal staff and from the internet. The contractor shall provide all documents to TO COR in one PDF file.

The contractor shall review the documents listed above in order to understand the policy contexts and community visions in Madison County and its municipalities. The contractor shall also evaluate the background documents and identify 10-12 goals that shall be emphasized in the policy and code audit. These goals are intended to serve as the chapters of the audit. These goals shall be compatible with the objectives described in local and county plans; of interest to a broader cross section of rural communities outside of Madison County; related to smart growth; implementable (at least in part) through land use regulations; and applicable in a rural context. These goals can include, but are not limited to:

- Provide transportation choices
- Revitalize village centers
- Improve residents' health and promote active living
- Allow residents to age in place
- Meet housing needs
- Strengthen the economy
- Protect natural and working lands
- Enhance energy efficiency
- Provide renewable energy
- Provide housing choices

The contractor shall list the proposed goals and briefly describe their relationship to existing plans and regulations in a 3-4 page memo.

The contractor shall participate in at least three conference calls with TO COR and Madison County (each approximately two hours in length). The purpose of the first call will be to kick off the project and discuss the purpose for Task 1, which is to primarily create and synthesize background information for the final report (Task 5) and the Audit Tool (Tasks 2 and 3). Prior to the first call, TO COR will provide the contractor with a briefing packet that includes copies of selected Madison County plans and reports. Madison County's technical assistance application will be included as an attachment to this document (See Appendix A).

The contractor shall submit the compiled PDF document and the draft memo no more than 21 calendar days after the first call. TO COR will provide comments within 7 calendar days after receipt of the memo. The contractor shall revise the memo per TO COR comments and submit a final version within 7 calendar days of receiving TO COR comments. The final memo shall be submitted as a Word document.

Task 2: Develop a Draft Policy and Code Audit Tool

[Shall happen in tandem with Task 3]

(Contract Reference: II.B. TECHNICAL ASSISTANCE Page 1-17 of 27)

The contractor shall create a draft policy and code audit tool designed to help rural municipalities assess whether their comprehensive planning documents and land use regulations support smart growth development, identify specific sections of these

documents for potential change, and provide policy examples and language that can guide those changes. This tool shall be applicable in rural communities and small towns of various sizes across the U.S., but shall be designed specifically for the towns and villages in Madison County. The tool shall contain a menu of policy areas corresponding to the goals identified in Task 1, plus others TO COR might supply through technical direction, so communities can either use the whole tool, or just the sections that are most relevant to their priorities and contexts. For example, the very rural Madison County town of Brookfield might be most interested in land conservation, while the more populous city of Oneida might wish to look at transportation, downtown revitalization and other planning items. This task focuses on developing a draft version of the tool that will be tested in the City of Oneida and potentially some of the county's smaller localities in Task 4.

The objectives of the audit tool are: to help rural planners and policymakers assess the overall level of support for smart growth development in their planning documents and codes; to help them identify specific aspects of their plans and codes that could be changed to better support smart growth development; to provide them with sample language and other resources that are relevant to their specific needs that they can draw from when amending their plans and codes; and to provide them with information about needed changes and possible solutions that they can use to educate the public about the short and long-term value of smart growth policies. Since rural communities often lack capacity and resources for visioning, planning, and regulatory change, user-friendliness is a critical quality of this tool. It shall be usable by any local government staffperson or community leader who is not an expert in smart growth and who has little familiarity with local plans and codes.

The contractor shall provide in the proposal a sample structure for the audit tool that meets the above objectives. The policy and code audits can be combined or separate. The policy audit shall be applicable to a locality's planning documents and shall focus on the broad visions, goals, and policies typically included in those documents. The code audit shall be applicable to a locality's zoning ordinance, subdivision regulations, and other land use regulations present in many rural communities. They shall focus only on smart growth-related issues and goals relevant to a wide cross-section of rural communities, and not those more suited to populous urban or suburban areas. For example, encouraging transit-oriented development is commonly seen as a smart growth policy, but might not be a goal that rural communities are pursuing. For the purposes of this project, rural smart growth approaches are those that are described in the ICMA report *Putting Smart Growth to Work in Rural Communities* (www.epa.gov/smartgrowth/sg_rural.htm). Additionally, the audit tool shall include only issues that can be affected by a municipality's plans and codes, and not those which require larger-scale policy (i.e. state-level) change in most places. The audit tool shall also require the user to evaluate the municipality's plans and codes only, and not other programs, laws, or the physical environment of the community. The audit tool might include an appendix that provides guidance on follow-up efforts and initiatives that may help implement code and plan changes, as a result of the information provided in the audit. There shall be some room in the audit, even if its an aside, to take into account

measures a community can take beyond legal code and policy changes, such as community initiatives, goals, and planning.

The audit shall go beyond simply identifying policies and regulations that are supportive or unsupportive of smart growth objectives. It shall identify specific policy and code options that meet the needs of the community using the audit. Further resources may also be included, such as model code language. For policies and codes that may be applicable in some communities and not others—for example, those related to encouraging public transit use—the contractor might also need to provide follow-up questions that help the user decide whether related policy and code changes would respond to their needs. For example, the audit tool may resemble a flow chart, where an answer of YES or NO to a basic policy question is followed by a secondary question, which would then lead to another question depending on the answer given. As part of the contractor's proposal, the contractor shall suggest a method for providing the community with the most tailored next steps possible while maintaining the audit tool's usefulness across communities and ensuring that utilizing the tool is not overly burdensome for the user.

The audit tool is not intended to grade a community's performance or compare one community to another, but rather to identify areas for improvement. As a result, a scoring system or way to tally up the responses shall not be included. However, the contractor shall suggest a way for the user to summarize or easily view the results and key areas for improvement at the end of the audit.

The audit tool shall include an introduction section describing rural smart growth, the purpose and organization of the tool, instructions for its use, an example of how to fill it out, and how results shall be aggregated and interpreted.

As part of this task, the contractor shall participate in an initial call with TO COR and Madison County to discuss objectives for the audit tool. The contractor shall then participate in 2-4 weekly calls with TO COR to set the basic structure of the audit tool, to discuss visual appearance, user friendliness, and both general organization and substance. Upon reaching a decision as to the basic structure, the contractor shall provide a draft detailed outline of the complete audit tool—including introduction, policy audit, code audit, and summary/concluding sections—to TO COR within 21 calendar days of that call. The outline shall show the structure of the tool, including how it will be organized, sample questions and follow-up questions where applicable, and examples of the answers that will be required. TO COR will provide comments on the draft outline within 14 calendar days. Upon receipt of TO COR comments on the draft outline, the contractor shall deliver a revised outline within 14 calendar days. TO COR will provide comments on the revised outline within 7 calendar days. Upon receipt of TO COR comments on the revised outline, the contractor shall provide a draft of the audit tool to TO COR, complete with specific questions/statements, within 30 calendar days, with regular check-in calls with TO COR to provide updates and/or get feedback during that time. This draft shall not include the sample language or resources communities can use to amend their policies and codes (those will be added in Task 5). TO COR will provide comments on the draft tool within 14 calendar days. Upon receipt of TO COR comments on the draft

tool, the contractor shall provide a revised draft tool to TO COR within 14 calendar days. The draft tool shall be submitted as a Word or fillable PDF document. While it does not need to be in final formatted shape (that will happen in Task 4), it shall be easy to read, use, and type in.

Task 3: Develop Case Studies

[Shall happen in tandem with Task 2]

(Contract Reference: II.B. TECHNICAL ASSISTANCE Page 1-17 of 27)

The contractor shall research and write two in-depth case studies describing the efforts of rural communities that made smart growth-related policy or code changes and achieved economic, environmental, health, and other benefits as a result. These case studies shall be relevant to Madison County in terms of development context, community size, policy context (home rule state), and areas of interest (from Task One memo). Where possible, the case studies shall be from central New York. If no relevant models exist in central New York, the contractor shall choose examples from elsewhere in New York State or from other home rule states that have comparable legislative structure to New York (the latter is the least preferable option). One of these case study communities will be expected to take part in a peer-to-peer exchange as part of the site visit in Task 4.

Each case study shall be no more than 10 pages in length, and shall include the following information at a minimum:

- Location of community and description of development context (whether the community has a village center, is spread-out, incorporates agricultural or forest land, has a lot of vacant properties, is experiencing development or is not growing, etc)
- Population size
- Story of policy/code changes
 - Why/when/how did the community implement them?
 - Who led the effort?
 - Previous zoning laws/code structure (pre-change)
 - Current zoning laws/code structure (post-change)
 - Stakeholder engagement
 - Political climate/local government structure
 - Community resources available
 - Funding used
 - Why was the effort successful?
 - Benefits
 - Metrics used to evaluate initiatives
 - Timeframe
 - Actions that influenced the most change
 - Advice on what decision makers would do differently next time
- Specific economic, environmental, health, and other benefits the community has realized because of the policy/code changes

- Time frame (how long it took to implement the changes, how long before benefits were realized)
- Which tasks/steps were most helpful for implementing the changes?
- What would the community do differently if they had to go through this process again?
- Contact name, email address, and phone number for more information

Information shall be collected from reports, articles, web sites, and interviews with key actors when necessary.

Each case study shall also include 5-6 photos of the community or relevant sites within it, with credit information listed. The contractor shall provide the owner's permission (in the form of an email) for TO COR to use the photos.

As part of this task, the Contractor shall participate in a call with TO COR and Madison County to discuss objectives for the case studies. The contractor shall provide an annotated list of 4-5 possible case studies and a general outline of the content to be included to TO COR within 7 calendar days of that call. TO COR will select two case studies within 7 calendar days. Upon receipt of TO COR selections, the contractor shall provide drafts of all case studies to TO COR within 30 calendar days, with regular check-in calls with TO COR to discuss progress and obtain feedback. TO COR will provide comments on the drafts within 14 days. Upon receipt of TO COR comments on the draft case studies, the contractor shall deliver revised drafts of the case studies to TO COR within 14 calendar days. TO COR will provide comments on the revised drafts within 7 days. Upon receipt of TO COR comments on the revised drafts, the contractor shall submit final case studies (as Word documents) and photos within 7 calendar days. Case studies do not need to be in final designed form at this time; that will happen in Task 5.

Task 4: Site Visit to Test Audit Tool, Conduct Community Workshop, and Facilitate Peer-to-Peer Exchange
(Contract Reference: II.B. TECHNICAL ASSISTANCE Page 1-17 of 27)

The contractor shall accompany TO COR on a 2-3 day site visit and shall perform the following tasks: test the draft audit tool in 2-3 "pilot communities" with the relevant county, city, town, and village staff; conduct a public workshop to educate community members and decision-makers on smart growth principles and their application in Madison County; facilitate a peer-to-peer learning session between representatives from one case study community and relevant county, city, town, and village staff; conduct meetings with relevant elected officials and staff; and collect any additional information needed for the refinement of the audit tool.

The contractor team shall include two to three people. Dates for the site visit will be identified in consultation with TO COR, the contractor, and Madison County. Preparations for the site visit will include, but are not limited to, the creation of an agenda, powerpoint presentation(s) for the community workshop and audit tool testing,

powerpoint presentation and/or webinar for peer-to-peer exchange and a means of data collection/note taking to record community feedback from the audit tool testing. Details on preparations for the site visit will be provided through future technical direction to the contractor by TO COR, and logistics for the visit will be coordinated by Madison County staff. As part of this task, the contractor shall participate in at least three conference calls with TO COR and Madison County to prepare for the site visit and discuss needed materials.

The contractor shall guide the county and municipal staff through the process of conducting the audit. In order to assess the audit's usefulness across various scales of small and rural communities, the contractor will help audit the plans and codes of three pilot communities: the City of Oneida, a town (possibly DeRuyter), and a village (possibly Chittenango). The contractor shall document any sections of the tool that are not applicable to a rural community, too basic, too detailed and/or require too much information or information that is difficult to obtain. The contractor shall also identify sections of the tool that require or could benefit from specific model language or follow-up questions as described in Task 2. As part of this site visit, the contractor shall conduct any additional meetings or collect any information necessary to refine the tool. These revisions and additions will be incorporated in Task 5. The contractor shall also provide any guidance necessary for the county staff to facilitate the use of the tool by additional municipalities, possibly in the form of a short train-the-trainer workshop.

The contractor shall also organize and facilitate a peer-to-peer workshop with select Madison County and municipal staff and municipal or county staff from one of the case study communities. This workshop will provide an opportunity for Madison County and municipal officials to engage with leaders from their peer communities and ask direct questions about their successful efforts. This workshop may take the form of a webinar, conference call, or in-person site visit. The format of this workshop will be defined in future technical direction. As part of the preparation for the peer-to-peer exchange, case study communities will be asked to review the draft audit tool and apply it in their own communities, both as a way of provide additional feedback on the tool to the contractor and of informing the discussion with Madison County.

Additionally, the contractor shall conduct a 1-2 hour smart growth workshop for the public and county and municipal decision-makers. This workshop would follow up on a previous smart growth workshop held in April 2012, and will provide information on this project and how it relates to ongoing efforts in Madison County. The workshop shall help decision-makers understand how smart growth can advance their community goals as outlined in their planning documents and prepare them to utilize the completed audit tool to implement smart growth approaches.

The site visit may also include briefings of elected officials and county/city staff and closed-door working sessions between the contractor, TO COR, and Madison County.

Task 5: Revise Audit Tool and Develop Final Report
(Contract Reference: II.B. TECHNICAL ASSISTANCE Page 1-17 of 27)

Within 30 calendar days of the site visit, the contractor shall revise the audit tool based on findings from its application in the pilot communities. For example, the contractor might remove specific questions that were found to be too urban in scale or might add a section, or questions, that was found to be lacking or too vague. Additionally, the contractor shall add sample policy statements, code language, or resources for more information that can help users amend their plans and codes. TO COR will provide comments on the updated draft audit tool within 21 calendar days. Upon receipt of these comments, the contractor will revise the audit tool and provide the updated draft to TO COR, in both Word and fillable PDF format, within 14 calendar days. The tool shall be laid out in a way that is user-friendly and easy to type in if the respondent chooses to fill it out on the computer.

The contractor shall also develop a final Smart Growth Implementation Assistance report that will be presented to Madison County and posted on www.epa.gov/smartgrowth for other communities' reference. The report shall describe what was learned through this project and how it can be applied in other rural communities.

The report shall be a maximum of 20 pages (excluding appendices) in length and shall include the following information:

- Background on EPA's Smart Growth Implementation Assistance program
- Background on Madison County (development context, ongoing smart growth-related work, challenges and goals, objectives for this project)
- Description of work carried out for this project (development, testing, and refinement of audit tool; case study research and peer-to-peer exchange; site visits/workshops)
- Lessons learned about auditing policies and codes in rural communities
- How these lessons can be applied in other communities
- Direct implementation recommendations to help Madison County and municipal staff update comprehensive plans and zoning codes to match the community's vision
- Audit tool (as an appendix)
- Case studies (as an appendix)

The report shall be in plain English, 12 point font, Word format, and consistent with the format recommended by the EPA OSC style guide (see attachment).

As part of this task, the contractor shall participate in a call with TO COR to discuss objectives for the final report. The contractor shall deliver an initial outline of the final report to TO COR within 14 calendar days of that call. TO COR will review the outline and provide comments to the contractor within 7 calendar days. The contractor shall submit a revised outline within 7 calendar days of receiving TO COR comments. TO COR will provide comments on the revised outline within 7 calendar days. The contractor shall deliver an initial draft of the final report within 28 calendar days of receiving TO COR comments on the revised outline (TO COR expects that the contractor has been developing sections of the report while conducting the previous tasks, with the

exception of the lessons learned and their application to other communities nationally, which shall be written during this time period). TO COR will revise the initial draft and submit a final version of the report to the contractor within 120 calendar days. Upon receipt, the contractor shall complete copy edits and design and layout of the final report, audit tool, and case studies and deliver a completed final package to TO COR within 21 calendar days, with check-in calls with TO COR as appropriate. Design and layout will be determined through technical direction.

One member of the contractor team shall participate in a final site visit as part of this task. This site visit may include a public workshop and/or meetings with local policymakers presenting the results of the project and providing recommendations for Madison County. Details for this site visit will be defined through future technical direction.

SCHEDULE FOR DELIVERABLES:

The contractor shall provide the following specific deliverables to the EPA TOPO:

	DELIVERABLE	FORM & QUANTITIY	SCHEDULE
Task 1	Schedule for Implementation	Excel Spreadsheet, updated regularly	<ul style="list-style-type: none"> • Within 14 calendar days of executing task order
Tasks 1, 2, 3, 4, & 5	Participation in Regular Conference Calls, including kick-off call	10-20 calls (estimated 1 hour)	<ul style="list-style-type: none"> • TBD , schedule determined during kick-off call and as-needed during project
Task 1	Compilation of Background Information and policy audit goals	3-4 page Word document	<ul style="list-style-type: none"> • 21 calendar days after kick-off call • TO COR sends comments and revisions within 7 calendar days • Contractor sends revised draft within 7 calendar days
Task 2	Development of basic structure for draft policy and code audit tool	2-3 page Word document	<ul style="list-style-type: none"> • 2-4 weeks after Task 2 call • Weekly status update conference calls (when necessary)
Task 2:	Development of draft policy and	Word document, no more than 5 pages	<ul style="list-style-type: none"> • Within 21 calendar days of completion of an agreed-

	code audit tool outline		<p>upon basic structure for draft policy and code audit tool</p> <ul style="list-style-type: none"> • TO COR will provide comment on the draft outline within 14 calendar days • Contractor will provide revisions to the outline within 14 calendar days of receiving TO COR comment • TO COR will provide comments on the revised draft outline within 7 calendar days • Weekly status update conference calls (when necessary)
Task 2 :	Development of draft policy and code audit tool	Word Document, no more than 10 pages	<ul style="list-style-type: none"> • Within 30 calendar days of TO COR comments on draft policy and code audit tool outline • TO COR will provide comment within 14 calendar days • Contractor will provide revisions within 14 calendar days • Weekly status update conference calls (when necessary)
Task 3:	Develop list of case studies	Word document, no more than 3 pages	<ul style="list-style-type: none"> • Provide 4-5 case studies options within 7 calendar days of Task 3 call • TO COR to provide comment on options within 7 calendar days • Contractor to provide final list of 2 case studies within 7 calendar days
Task 3:	Develop 2 case study write-ups with 5-6 accompanying photos (each)	Word document—no more than 10 pages per case study	<ul style="list-style-type: none"> • First draft with photos within 30 calendar days determining final list • TO COR to provide comment within 14 calendar days

			<ul style="list-style-type: none"> • Contractor to provide revised case studies within 14 calendar days • TO COR to provide comment within 7 calendar days • Contractor to provide final draft of case studies, and accompanying photos • Weekly status update conference calls (when necessary)
Task 4:	Develop Materials for Site Visit to Test Audit Tool, Conduct Community Workshop, and Facilitate Peer-to-Peer Exchange	General materials to be determined in future technical direction—examples may include agenda, powerpoint presentations, visuals, webinar with case study communities	<ul style="list-style-type: none"> • Within 14 calendar days of site visit • Weekly status update conference calls (when necessary)
Task 4:	Site Visit to Test Audit Tool, Conduct Community Workshop, and Facilitate Peer-to-Peer Exchange	1 visit, 2-3 days in length	TBD—most likely late 2012, early 2013
Task 5	Develop final report outline	Word document, no more than 5 pages	<ul style="list-style-type: none"> • Outline within 14 calendar days of Task 5 call • TO COR to provide comment within 7 calendar days • Contractor to provide revised outline within 7 calendar days • TO COR to provide comment within 7 calendar days
Task 5	Develop final report	Word document, no more than 20 pages in length with	<ul style="list-style-type: none"> • Within 28 calendar days of revised outline • TO COR to provide comment within 120 calendar days

		<p>photographs and graphics (excluding appendices). Contractor to provide design layout</p>	<ul style="list-style-type: none"> • Contractor to provide final draft within 21 calendar days • Weekly status update conference calls (when necessary)
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